



DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY (AETC)

MAR 31 2006

Air War College Class AY2007

Congratulations from the Department of Leadership and Ethics (DFL) on your selection to attend Air War College (AWC)! While at AWC, you will have three special personal assessment opportunities for further development of your personal leadership competencies. First is the Change Style Indicator which is designed to measure your preferred style in approaching change and dealing with situations involving change. Second is the Myers-Briggs Type Indicator (MBTI) instrument, a widely used personality preference survey, and the third is the USAF Leadership Mirror (LM), which is a multi-rater assessment tool. The Leadership Mirror is mandatory for all USAF students, and is highly encouraged for our DoD civilians, Inter Agency civilians and Sister Service Officers. The Department of Leadership and Ethics administers all three, and we have devoted a lesson on Self-Development and Self-Awareness, a lesson on On-Going Senior Leader Development and an Executive Mini Course on the MBTI that will provide further insight into their utility for personal development with a focus on senior leaders.

The Leadership Mirror Program takes the longest to complete. It consists of the assessment survey, a performance and learning tool, and personal feedback. The assessment survey and performance and learning tool are both accomplished on-line. Your responses and the responses of those you choose to complete your assessment are kept strictly confidential.

To begin the Leadership Mirror, please read all the information listed under the Leadership Mirror section on the AWC home page at <http://www.au.af.mil/au/awc/awchome.htm>. Then, log onto the LM website to complete your individual survey and identify personnel you would like to complete the survey on your behalf. Although the Leadership Mirror will close on 1 October 2006, I strongly encourage all AWC students to complete it prior to arriving at Maxwell. Once the LM survey is closed the Leadership Mirror software will analyze all responses and provides a multi-rater feedback report, containing strengths and developmental suggestions to your Leadership and Ethics instructor and to you on your Leadership Mirror webpage, which is created when you log onto the Leadership Mirror website. Here are important dates with regard to your Self-Development:

Apr-Sep	LM Survey open
Sep 2006	Lesson on Self Development and Self Awareness
1 Oct 2006	LM Survey closed--no more input by students or their responders
Oct 2006	Students provided Feedback by their DFL Instructor
17-18 Oct 2006	MBTI Executive Mini Course offered

2nd week Nov 2006	Students provide IDP to DFL Instructor
Nov 2006-Apr 2007	Students execute their IDP
May 2007	On-going Senior Development Lesson; students share Tools used to improve their enduring competencies

You will continue to refine your individual development plan while at Air War College and for the rest of your career. The success of your leadership development rests with you. Our goal is to provide you the leadership tools, education, and opportunities which will allow you to develop effective enduring leadership competencies. Taking the Change Style Indicator, the MBTI and Leadership Mirror are steps to developing those competencies through self-awareness.

If you have any questions or concerns, please contact CAPT Mary McAdams, USN, of the AWC Department of Leadership and Ethics by email at Mary.McAdams@maxwell.af.mil or by phone at DSN 493-4505 or commercial (334) 953-4505.

Sincerely

A handwritten signature in black ink, appearing to read "C. W. Johnson", with a stylized flourish extending from the end.

CHARLES W. JOHNSON, Colonel, USAF
Chairman, Department of Leadership and Ethics